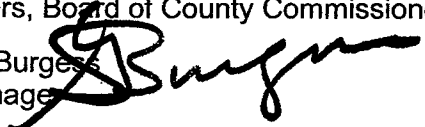


# Memorandum

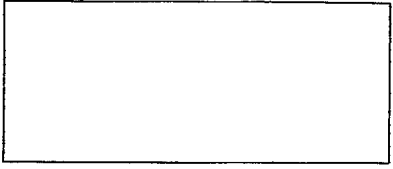
MIAMI-DADE  
COUNTY

**Date:** September 6, 2005

**To:** Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

**From:** George M. Burgess  
County Manager 

**Subject:** Information for First Budget Hearing – FY 2005-06 Resource Allocation Plan



Attached are the recommended FY 2005-06 budget and millage ordinances for your consideration at the first budget hearing on September 6, 2005. These ordinances reflect the proposed millage rates approved on July 7, 2005. You should be aware that pursuant to state law, the tentative millage rates you approve at the first budget hearing cannot be raised at the second budget hearing on September 20.

The ordinances also incorporate technical changes and adjustments, corrections of scrivener's errors (such as Miami-Dade Transit Agency (MTA) and Public Works Department (PWD)), revisions resulting from Commission actions subsequent to the release of the Proposed Budget (such as Office of Intergovernmental Affairs (OIA) and General Services Administration (GSA)), and current estimates of grants for agencies and departments (such as Juvenile Services Department and the Office of Emergency Management (OEM)). In addition, cash carryover for proprietary funds have been adjusted where appropriate.

In my Budget Message, I committed to review several budget issues regarding organizational structure and service levels over the course of the summer. Since the submission of the FY 2005-06 Proposed Resource Allocation Plan, my staff, the Office of Strategic Business Management, and various County departments worked to complete the analyses for my review. I have met with my management team to review the results of those analyses and develop recommendations for Board consideration. This report provides updates and recommendations on those issues.

I have scheduled meetings with each of you to review your budget concerns. It is my intention to report to you before the second budget hearing recommendations regarding the issues raised at our meetings.

## RECOMMENDATIONS

It is customary at this time to provide the Board with a budget update based upon the latest available financial information. The budget modifications that we are recommending at this time are detailed below; however, we will have additional recommendations for the Board prior to the second budget hearing.

### 1. Mosquito Control

At the request of Commissioners Souto and Sosa, staff has reviewed the issue of enhanced funding for mosquito control activities. As detailed in Attachment A, PWD has seen a 100 percent increase in mosquito complaints in the last three years which is primarily associated with the increasing proximity of new developments to the Everglades National Park and the overall population growth of Miami-Dade County. There is no doubt, based on the number of complaints and recent scientific research linking

the Salt Marsh Mosquitoes to the West Nile Virus, that this can create a public health problem for the residents of Miami-Dade County. Based on the report provided by PWD, I am recommending the addition of \$1 million for airplane and helicopter spraying missions, including \$97,000 for the addition of one inspector position and associated operational expenses to increase surveillance inspections, and \$403,000 to begin a countywide storm drain mosquito abatement program (four positions). In addition, a reserve of \$200,000 will be included in the countywide general fund to provide funding for any services to cover unforeseen events due to climatological factors. The enhanced funding will allow the Mosquito Control Division to provide an additional 44 aerial missions above the amount originally proposed in FY 2005-06. The department currently treats storm drains under certain circumstances where it is seen as an effective method for mosquito abatement. While the department recognizes that the majority of mosquito breeding occurs in areas where mosquito control activities cannot take place, a storm drain treatment program can further reduce the number of mosquitoes in Miami-Dade County by treating 50,000 storm drains in the County on an annual cycle.

## **2. Meals on Wheels**

The FY 2005-06 Proposed Resource Allocation Plan includes \$334,000 to continue funding for the Community Action Agency's Meals-On-Wheels Program, which delivers one meal per day to 215 elderly residents throughout the community. An increase in the cost per meal, from \$2.96 to \$3.12 has been included in the FY 2005-06 Proposed Resource Allocation Plan.

Earlier in the year, the department received a private donation of \$40,000 to extend the delivery of meals from six meals to seven per week. The Proposed Resource Allocation Plan assumes providing six meals per week but without the additional funding the clients will experience a service reduction. Additionally, due to the increase in demand for this service, the program currently has a waiting list of 60 clients. I am therefore recommending that funding for the Meals-on-Wheels Program be increased by \$140,000 to \$474,000 to deliver seven meals per week to 275 clients, eliminating the waiting list.

## **3. Medical Examiner**

In the FY 2005-06 Proposed Resource Allocation Plan, I recommended increasing the availability of County services to the families in our community by adding three full-time positions to the Medical Examiner Department. The three positions - two senior forensic technicians and a forensic investigator - will allow the department to extend operating hours from the current schedule of 8:00 AM to 4:00 PM to a new schedule of 8:00 AM to 8:00 PM. That recommendation assumed that the implementation of the services would begin once the new positions had been filled. However, after further consideration, the Department will be implementing the extended hours beginning October 1, using overtime until the new employees have been hired. This requires a budget increase of \$32,000.

On July 12, 2005, the County renewed the Driving Under the Influence (DUI) toxicology laboratory and expert witness service contract with University of Miami School of Medicine. The contract renewal requires an adjustment to the contract value of \$46,000 annually, increasing the total annual contract cost to \$660,000. The original budget included revenues from Miami-Dade Police Department (\$20,000), Medical Examiner (\$414,000), and State Attorney's Office (\$181,000). Due to a reallocation of contract expenses associated with expert witness activities versus laboratory work, the State Attorney's Office reimbursement for expert witness services provided by the University of Miami will increase by \$69,000. The resulting \$25,000 savings for the department will be utilized to replace critical equipment needs, including saws and a heavy-duty washer and dryer.

#### **4. Office of Intergovernmental Affairs**

The Board has expressed its desire to have a stronger presence in Washington, DC in order to ensure that the County's federal legislative package is aggressively pursued. The Office of Intergovernmental Affairs implemented a one-year pilot program as approved by the Board during the June 21, 2005 meeting. The pilot program included hiring a vacant federal coordinator and a part-time clerical position for the Washington, DC office. In addition, the Board expressed its concern regarding DC Fly-in and Tallahassee Miami-Dade Days events and directed staff to work on improving the quality of the presentations and promotional items the County produces. The FY 2005-06 Budget will be amended to include expenses associated with the one-year Washington pilot program and the DC Fly-in and Miami-Dade Days events (\$127,000).

#### **5. Office of Community Relations**

The Proposed Resource Allocation Plan recommended the elimination of one Community Relations Assistant (CRA) position (\$45,000) in the Office of Community Relations (OCR) that will become vacant in October. That recommendation was made following consultation with OCR staff during the budget development process, who indicated at the time that the current level of support provided to the five advisory boards could be provided by two CRAs, reduced from the current three CRA positions. OCR staff has reviewed this issue more thoroughly and has determined that to maintain a more uniform level of support of CRAs to its advisory boards, the eliminated position should be reinstituted. I have reviewed the need for this position and concur that the best operational model is to have three CRAs supporting five advisory boards, as is the current practice. I recommend that the CRA position be reinstituted in the department to ensure adequate and uniform support across the five advisory boards.

#### **6. Community-Based Organizations / In-Kind Reserve**

The FY 2005-06 Proposed Resource Allocation Plan includes funding for the Mom and Pop Grants program (\$1.3 million) and the Discretionary Reserve Funds (\$4.2 million). Attachment B, provided to you in July, details the FY 2005-06 Proposed Community-based Organization (CBO) General Fund Discretionary Reserve funding. This listing does not include funding provided to CBOs through any of the many County supported competitive processes. As a part of the information that will be submitted to you for the second budget hearing, a complete list of recommended CBO allocations via the competitive processes that have been finalized by that time will be provided. The countywide and district-specific in-kind reserve is also included in the FY 2005-06 Proposed Resource Allocation Plan (\$500,000) and funding for the following in-kind allocations is included as departmental line items: Martin Luther King, Jr. Parade and Festivities in Homestead, West Perrine, and Liberty City (\$175,000), Miami Beach Memorial Day Event (\$315,000), Miami Tropical Marathon (\$40,000), and Exponica International (\$60,000).

The 2004-07 Miami-Dade County/Alliance for Human Services NOFA included a funding category for Children, Youth, and Families – Neighborhood-based Service Delivery to create Neighborhood Resource Teams that will provide resource and referral services including crisis intervention, assessments, short-term case planning, and referral and follow-up services. The first year of funding (\$50,000) was to identify, mobilize, and coordinate resources in the community to provide primary prevention and early intervention services to strengthen families and communities. Once these teams had been evaluated as having the capacity to move forward from planning to implementation as a Neighborhood Resource Network, the funding level for full implementation would be increased to \$76,000. It was expected that at least two of the three newly funded Neighborhood Teams would have the capacity for full implementation in FY 2005-06. All three teams awarded funding in the first year for

planning have demonstrated the capacity to move into implementation phase. The budget must be increased by \$76,000 to fund all three teams.

Attachments C and D are the reports on Airport and Seaport Promotional Funds required by Administrative Order 7-32.

## **7. Department of Human Services / Juvenile Services Department**

I am recommending that the support staff for the Guardian Ad Litem Program be transferred from the Department of Human Services to the Juvenile Services Department (JSD) (\$700,000, nine positions). The Guardian Ad Litem Program is responsible for protecting the rights and advocating for the best interests of children involved in court proceedings and this represents the County portion of a larger activity. The role of Guardian Ad Litem in the juvenile justice system suggests this is a more proper placement of the function. Attachment E includes the revised Tables of Organization for DHS and JSD.

When the FY 2005-06 Proposed Resource Allocation Plan was submitted, the Community Development Block Grant contribution for the Volunteer Role Model Program operated by JSD was inadvertently budgeted at \$113,000 instead of \$117,000. This increases the budget for JSD by \$4,000.

Additionally, two positions funded through DHS and previously assigned to Housing for elderly services will be incorporated into DHS for better accountability.

## **8. Executive Leased Car Allowance**

The current cash car allowance of \$600 per month or the option to accept a County leased vehicle for elected and other County officials has been in place since September 1992 without change. A review of the existing list of benefit recipients revealed that 13 have a vehicle leased through GSA and seven receive the cash allowance. Currently, the average vehicle monthly lease payment under this plan is \$670. Members whose lease exceeds the \$600 threshold pay the difference out of pocket. The County covers fuel, insurance, and maintenance costs for the vehicles leased under this benefits plan.

Over the last two years, lease costs for the type of vehicles leased under this plan have increased by an average of 4 percent and 9 percent, respectively. Given the increased cost of vehicle leases, fuel, insurance, and maintenance, the current value of the benefit is diminishing. It is staff's recommendation that the monthly cash car allowance for the specified group be increased to \$800 per month. This figure was arrived at by growing the original allowance at a conservative annual rate of 2 percent from 1992, the last time this benefit was adjusted, to 2006. Members of the group will continue to have the option to accept a GSA leased vehicle up to \$800 per month. The change in benefit would require an additional allocation of \$48,000 from the General Fund.

## **9. General Fund Adjustments**

The above recommended increases to the General Fund are being funded from savings related to tax increment financing district payments and also the elections reserve. Since the Proposed Resource Allocation Plan was released prior to the release of the certified tax rolls, the amount estimated for tax increment financing district payments was \$963,000 higher than required per the increases in taxable value within the tax increment districts. In addition, it is recommended that the \$2.4 million allocated towards a reserve for a potential countywide election be used to fund the above recommendations with the balance (\$1.153 million) increasing the General Fund energy reserve. Increased funding for the energy reserve is needed in light of increasing fuel prices and the proposed 25 percent increase to commercial electrical bills requested by Florida Power and Light.

## General Fund Adjustments

(Dollars in Thousands)

	<u>CW</u>	<u>UMSA</u>	<u>TOTAL</u>
<b><u>Revenue Adjustments</u></b>			
No adjustment to revenues			
<b>Total Revenue Adjustments</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b><u>Expenditure Adjustments</u></b>			
Elections Reserve	(2,400)	0	(2,400)
Tax Increment Financing District Payments	(866)	(97)	(963)
Mosquito Control - Public Works Allocation	1,500	0	1,500
Energy Reserve	1,153	41	1,194
Mosquito Control - Reserve	200	0	200
Community Action Agency	140	0	140
Intergovernmental Affairs	86	41	127
Alliance for Human Services	76	0	76
Community Relations Board	45	0	45
Medical Examiner	34	0	34
Board of County Commissioners - Car Allowance	21	10	31
State Attorney/Public Defender - Car Allowance	5	0	5
County Attorney - Car Allowance	3	2	5
County Mayor - Car Allowance	1	1	2
County Manager - Car Allowance	1	1	2
Clerk of Courts - Car Allowance	1	1	2
Human Services - Guardian Ad Litem	(700)	0	(700)
Juvenile Services - Guardian Ad Litem	700	0	700
<b>Total Expenditure Adjustments</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### 10. Unincorporated Municipal Service Area Plan

At the July 7, 2005 BCC meeting, the Board approved Resolution R-897-05 which set the millages for use in the "Notice of Proposed Property Taxes" mailed to all property owners in August. As part of this action, a reduction of the countywide millage rate was shifted to the unincorporated municipal service area (UMSA) rate and provided the Board with the flexibility to consider a purchase plan for services in the UMSA (\$3.808 million, 55 positions). Attachment F of this document provides you with a detailed breakdown of the additional services that may be provided should you choose to keep the millage rate set in July as part of the Final Adopted Budget.

### 11. Water and Sewer

The FY 2005-06 Proposed Resource Allocation Plan included an overall adjustment to water and wastewater retail and wholesale fees that would increase revenue by 3.5 percent (\$12.3 million), based upon the CPI (U.S. City Average Rate 1994-2004, All Urban Consumers, Water and Sewerage Maintenance). It was recommended that rates be adjusted annually in accordance with the CPI. Additional changes to the Water and Sewer Department (WASD) fee schedule (Administrative Order 4-

110, Agenda Item F) include miscellaneous increases outlined in the Proposed Resource Allocation Plan, such as floating meter cleaning and installation fees. Additionally, it was recommended that the Board consider at least a 6.25 percent increase to generate an additional \$20 million and allow for a consistent, acceptable level of reserves and phased-in improvements to facilities. In my budget message, I indicated staff would continue to analyze the budget and make recommendations regarding rate adjustments.

Attachment G is a report that details a revised recommendation for modifications to the WASD rate schedule. In summary the recommendations include:

- Elimination of the Equity Transfer to the General Fund by the end of FY 2005-06
- Adjusting the fee schedule for retail water in FY 2005-06 which will hold the "lifeline" customers' (up to 3,750 gallons per month) cost per gallon rate constant, and increase charges for water usage at higher rates based upon usage, from five percent for the average user, up to 20 percent for the highest consumers (replacing the 3.5 percent CPI adjustment programmed in the Proposed Resource Allocation Plan)
- Increasing the monthly base rate for water and wastewater by 10 percent
- Adjusting wastewater rates depending on usage level from 5 percent to 20 percent to encourage conservation
- Indexing water and wastewater rates to the CPI and the effects of conservation, with the goal of automatically adjusting fees on a quarterly basis beginning in FY 2006-07, which is estimated at this time to be 5.5 percent.
- Additional increases are also recommended for wholesale customers, which will bring the rates closer to the actual cost incurred by WASD.

These adjustments are projected to generate \$61.539 million, which, budgeted at 95 percent, increases the Revenue Budget by \$58.462 million (15.8 percent). It is anticipated that the monthly cost of combined service for the average consumer will increase by \$2.55, which is an increase of less than nine percent over the current average charge of \$28.76.

## **12. Recommended Fee Adjustments**

The Board is reminded that the Self-Supporting Budget Ordinance (Agenda Item F) includes the proposed fee changes that were recommended in the FY 2005-06 Proposed Budget. These proposed fee adjustments, pursuant to R-1018-94, were discussed with the public at Community Council meetings held throughout the County in August. Fee adjustments include, but are not limited to, Seaport tariffs and new security fees, contractually driven Solid Waste disposal tipping fees, a new one-time zoning request application fee for the Public Works Department, toll increases at both the Rickenbacker and Venetian Causeways, Vizcaya filming fees, miscellaneous Park and Recreation fees, GSA parking facility fees, Aviation landing fees, and Consumer Services regulatory fees for for-hire transportation services (as approved by Board on July 7, 2005 through Resolution R-822-05). Fee adjustments are detailed in each departmental narrative included in the FY 2005-06 Proposed Resource Allocation and Multi-Year Capital Plan book, Volume 1.

## **13. Fire Rescue Capital Funding**

The Proposed Resource Allocation Plan for the Miami-Dade Fire Rescue (MDFR) Department includes a reallocation of debt service millage to the operating budget. As a result, the MDFR is able to commit \$1.7 million of non-ad valorem revenue for debt service payments from the department's operational

budget, which is sufficient for MDFR \$22.6 million capital improvements. Attachment I is a list of the proposed projects and the cost associated with each.

The priority unfunded needs in MDFR are largely related to the age of our current facilities. More than \$10 million is recommended for complete demolition and reconstruction of three of the oldest existing stations and renovating 12 existing aging stations that are predominately located in the northeast area of Miami-Dade County.

New service capital needs can be provided from a variety of sources, including impact fees and developer donations. The proposed capital budget for MDFR includes more than \$4 million per year in expected impact fees during the next six years, for a total of more than \$28 million. An additional \$6 million from this new bond is recommended to supplement funding for new station construction. This allocation would provide funding for Phase II of the new Highland Oaks station, renovations to inactive Station 18 to enable reactivation, and construction of the Arcola Fire Station, which is an infill fire rescue station in the Liberty City area.

Construction of the Training Center has been an ongoing issue. Due to the unavoidable delays in reaching an agreement with a design-build firm and our subsequent decision to contract with an architect and bid out the construction as a separate project, I am recommending that \$4 million be allocated to the Training Facility. This allocation is necessary due to the importance of this project and the potential changes in construction costs. The plan also includes funding for the north and south division offices to support the 24-hour divisional operations that oversee the stations in the two areas. The division offices will also be used for fire staff training.

The Fire Rescue Department has applied for a \$1.4 million allocation through the federal Assistance to Firefighters grant program to purchase a fire boat. It is recommended that the balance of the available capital program funds and available interest earnings be allocated for the purchase of the fire boat if the federal grant is not awarded. If the grant is awarded, this allocation will be set aside as a contingency for any of the above 16 stations.

#### **14. Fire Rescue Funded Enhancements and Position Growth**

The Miami-Dade Fire Rescue Department FY 2005-06 Proposed Resource Allocation Plan includes \$2.426 million in service enhancements that were not described in detail in the FY 2005-06 departmental narrative. Although funding was properly appropriated in the Fire Rescue District proposed plan, the corresponding adjustment of 56 positions was inadvertently not included in the department's table of organization. New service enhancements included a social worker to support the Elder Link program, two additional administrative officers to enhance the operation of the Office of Program and Staff Review, an Information Specialist and Data Entry Specialist 2 to enhance the tracking and processing of warrant claims, and a conversion of five part-time positions to full-time in the department's Central Record Division. The plan also includes new rescue and suppression services at Key Biscayne, Naranja, and Trail stations, which will require 46 new sworn positions. As in the past, the new sworn positions will be added as the units are deployed, so promotions occur only when necessary.

#### **15. Fire Rescue Fleet**

The Performance Improvement Division of OSBM reviewed the proposal to transfer the light and medium fleets currently maintained by the General Services Administration (GSA) to Miami-Dade Fire Rescue and concluded that transferring these fleets to MDFR would not result in any cost savings (see Attachment H). The homogenous nature of the light and medium duty fleet lends itself to a centralized

provisioning of maintenance and support. Likewise, the Fleet Replacement Trust Fund is a centralized tool that ensures that funds are available to replace and update the County's vehicle fleet in an organized and timely manner. The centralized model also makes use of advantages inherent to economies of scale purchasing and puts the vehicle replacement function under the direction of a group of employees who are subject matter experts.

I reiterate my concurrence with OSBM's determination that continuing to improve GSA's centralized vehicle services model is the best approach for the County overall and further recommend that MDRF remain as a participant in the Fleet Replacement Trust Fund.

## **16. User Access Program**

In the FY 2005-06 Proposed Resource Allocation Plan, I am recommending modifications to the User Access Program (UAP). The current program provides for a two percent deduction on purchases by County departments and other governmental, quasi-governmental, and non-profit entities, utilizing the Department of Procurement Management (DPM) established contracts. Funds generated from the UAP fees are used to fund the operations of DPM. The program currently includes new contracts and negotiated modifications of existing contracts including all renewals. Also included in the UAP are one-time, term, blanket, and pool contracts issued by DPM, and the contracts of other jurisdictions accessed by DPM on behalf of the County. Currently, small purchase orders issued by County departments, federal funds, employee benefits contracts, revenue generating contracts and contracts with Board established rates are excluded from the Program.

For FY 2005-06, the Department has budgeted \$5.2 million in UAP revenues. Currently, non-County entities wishing to access DPM-established contracts are required to deduct the two percent fee from the vendor invoices and remit 75 percent of the amount collected to compensate DPM. The remaining 25 percent of the fee is retained by the outside entities as compensation for their collection and remittance efforts.

The focus during FY 2005-06 is to implement an expanded marketing and outreach plan to increase participation of non-County agencies in the program. A large number of entities have expressed interest in accessing County contracts, but are unable to make UAP fee deductions using existing payment systems. Marketing and outreach efforts will include strategies to assist these entities that are limited in their ability to participate in the program. When non-County entities cannot make the UAP deduction or make arrangements for vendors to remit UAP fees directly to the County, I recommend staff invoice and collect the two percent fee directly from vendors. In cases where Miami-Dade County invoices and collects the UAP fee, the County intends to retain 90 percent of the fee and the non-County entity accessing the contract will retain 10 percent to help defray administrative costs. This arrangement will increase participation in the UAP joint entity agreements and increase UAP revenue to the County.

Other marketing and outreach efforts are currently underway to broaden participation in the County's UAP. DPM continues to identify additional jurisdictions to partner with Miami-Dade County through the UAP Agreement. A more extensive marketing and outreach proposal is currently being developed to market the program to a wider audience. The intent is to focus on outreach efforts toward 57 agencies in addition to the 60 agencies originally targeted for UAP agreements. Subsequent phases will focus on including other entities. It is estimated that this marketing effort could generate approximately \$150,000 in additional UAP revenue from non-county entities over the next three years.



## **17. Enterprise Resource Planning System**

Last December we began the implementation of Oracle's PeopleSoft Enterprise Resource Planning (ERP) system at the Miami-Dade Aviation Department (MDAD) and the Water and Sewer Department (WASD). Maximus Inc. is providing integration services to these two departments which anticipate bringing basic financial applications (including a newly devised countywide chart of accounts for the general ledger) in November 2005 and additional functionality in a second phase targeted to be complete in the spring of 2006.

As I have cautioned earlier, ERP technology projects are extremely complex and require organizations to commit to implementing changes in business processes in order to achieve efficiencies and cost savings. However, these projects can yield significant value to our organization. A recent benchmarking study conducted by Hackett Group, a firm specializing in best practice research, indicates that implementing a single ERP system for finance along with consistent data and technology standards while implementing best practices can reduce the cost of finance operations in excess of 20 percent.

At the time of our ERP acquisition, the County made the strategic decision to acquire licensing at the enterprise level so that functionality would be available in the future to the entire County. We obtained extremely favorable pricing at that time and recognized the future benefits ERP may offer for the County as a whole. The Oracle PeopleSoft product provides integrated functionality in general ledger, purchasing, accounts payable, and accounts receivable areas along with integration of project billing, costing, and budget preparation. PeopleSoft human resource applications also provide a single source for employee information and functionality (from "hire-to-retire"), as well as the elimination of the paper processes for time and leave input. Our ongoing efforts in MDAD and WASD have included significant involvement from the Finance, Employee Relations, and Procurement Management departments so that in the future we may assess the rollout of these integrated processing functions countywide.

In my May 11, 2005 status report to the Board, I advised that our Employee Relations Department (ERD) would proceed to implement the recruitment and requisition base HR applications of the ERP product to streamline the recruiting process. During the project, all employee records will be copied to PeopleSoft and interfaced to County legacy systems. For the first time, the County will have a single, integrated application suite that will allow core staff information and activity (promotions, transfers etc.) to be managed with one system. This implementation is expected to begin in the fall of 2005 and be ready for countywide use by the summer of 2006. To support this effort, three positions were added to the Employee Relations Department (\$175,000). These positions and their associated costs were inadvertently omitted from the Proposed Resource Allocation Plan and are funded from the ERP project budget.

In coming years, we recognize that the County will continue to face the need to replace aged internal support systems and provide efficiencies through improved automation and integration. Funding has been allocated in the FY 2005-06 Proposed Resource Allocation Plan to conduct a roadmap project that will outline the preferred approach and timeline for future phased implementations of additional ERP functionality. This roadmap project will also provide us with an overall project cost estimate, including staff resources required to successfully implement and maintain the software. The eventual implementation of a full ERP solution can provide significant benefits to our organization but it must be phased and managed correctly.

The Board has requested certain procurement functionality to be implemented, especially in the areas related to solicitation tracking and vendor performance. Staff is currently exploring the viability of using specialized software for functions balanced with the capabilities that ERP can provide. The roadmap

project will further review the best approach to manage the Board's request and the timeliness of the County's ability to implement ERP procurement functionality countywide.

I anticipate that we will conclude the roadmap by the end of the calendar year and will provide a report to the Board outlining where the County needs to move to modernize our financial, procurement, and human resource systems. This report will also include an expected timetable and cost implications. At that juncture, it will be appropriate to identify dedicated resources for future efforts with the establishment of a program office. Once implemented the ERP will integrate our automation and facilitate the use of government best practices to bring our organization into the 21<sup>st</sup> century.

#### **18. Public Defender**

At the request of the Public Defender, it is recommended that the amount budgeted for the Public Defender's Early Representation Unit (ERU) be increased by \$250,000, bringing the total ERU agreement to \$1 million. Funding is available from within the currently proposed Public Defender budget by reducing the amount allocated towards local ordinance prosecution. The reduction in local ordinance prosecution costs is as a result of lower than expected volume of cases. The total proposed budget for the Public Defender does not change as a result of this recommendation.

#### **19. Business Development**

At the June 21, 2005 Board of County Commissioners (BCC) meeting, in reference to Resolution R-731-05, Commissioner Rolle directed the County Manager to allocate resources to provide payment and claims negotiating assistance to subcontractors working on projects in order to close out all of the existing contracts at the American Airlines North Terminal project.

Because many subcontractors have limited or no expertise in negotiating payment and claims, many of these firms find themselves at a disadvantage, I recommend the engagement of a consultant who specializes in contract negotiations, for the finalization of work to be done by Turner-Austin at Miami International Airport. Staff has evaluated the compensation for a Negotiating Consultant and based on conversations with external entities, a year-long, on-site engagement may cost an estimated \$85,000 to \$120,000. Department of Business Development (DBD) will work with the Aviation Department to ensure that the negotiating consulting expenses are covered within the project budget.

#### **20. Stormwater Utility**

In the current fiscal year, enhanced funding was provided from Stormwater Utility Fees to increase drain cleaning cycles in the unincorporated municipal service area through the addition of new crews in the PWD and a drain cleaning contract in the Department of Environmental Resources Management (DERM). The County remains committed to ensuring that neighborhoods receive both drain and canal cleaning services more frequently to comply with federal standards and reduce flooding. Staff from PWD and DERM met over the summer to discuss the inventory of equipment and fleet utilized by drain and canal cleaning crews in PWD that perform these activities on a regular basis. Staff recommends increasing funding to Public Works for purchase of replacement equipment, which is projected to be delivered, and in service by FY 2005-06. The new equipment includes a dump truck and a track excavator for draining services (\$359,000) and a 40-ton hydraulic crane, a tractor mower, and four towboats for canal cleaning and maintenance services (\$895,000). These new equipment purchases will be funded by Stormwater Utility Fees.

## **21. Building Better Communities**

One of the highest priorities for the County is the timely and proper implementation and rollout of projects included in the Building Better Communities General Obligation Bond. Since the beginning of the FY 2005-06 resource allocation process, the PWD, OSBM, and my office have been communicating on how to best allocate the necessary staffing and operational resources to meet these goals. As one of the front-line departments responsible for ensuring the success of the bond program, it is important that PWD receive the necessary resources to carryout the engineering design, construction monitoring, and implementation of the bikeway, bridge, and neighborhood projects included in the bond program.

Staff from PWD has developed a plan to phase-in the necessary resources in FY 2005-06. This plan includes increasing staff support to the Highway Division (\$131,000, two positions), the Construction Division (\$214,000, three positions), the Traffic Engineering Division (\$187,000, three positions), and in the Finance Division (\$72,000, one position) to process and ensure the timely payment to vendors for engineering and construction services. Operational costs associated with these positions include vehicle charges and mileage charges, computer purchases, and other work station expenses such as telephone and supplies. The total personnel and operational costs for these positions is \$728,000, which will be charged to the projects through timesheet reimbursements. These expenses will not be charged to general fund, construction, or other existing public works operations.

In addition, I recommend the addition of one senior level position for a total of eight positions associated with the administration of the Building Better Communities bond program in the Office of Capital Improvements. This staff will be located on the 21st floor of the Stephen P. Clark Center with the remainder of the Office of Capital Improvements. The personnel and rent adjustment totals \$333,000 and will be funded from interest from the Building Better Communities bond proceeds.

## **22. Beacon Council Agreement**

The FY 2005-06 Proposed Resource Allocation Plan includes \$1 million budgeted for The Beacon Council's Miami-Dade Marketing Initiative (MDMI), which commenced in 2000, and helps pay for the current campaign utilizing television, radio, and print media to promote a positive image of Miami-Dade County, showcasing its business assets and quality of life. Of the \$6 million committed to the program by Miami-Dade County through Resolution R-1019-00 and the original agreement dated Aug 24, 2000, \$3.535 million has already been remitted to the Beacon Council and another \$500,000 is slated for payment in September 2005. The balance remaining after the FY 2005-06 allocation will be another \$965,000 for FY 2006-07. Although the original commitment was to have expired in 2003, the time has been extended by the Board on two separate occasions to allow more in-kind contributors to the marketing programs to step forward, especially following the tragic events of September 11, 2001. In addition, \$1 million in funding previously allocated to MDMI were reallocated by the Board to the Greater Miami Convention and Visitors Bureau (GMCVB) to assist with its marketing efforts following September 11, 2001 and potential negative impact following several hurricanes. Restoring these funds to the MDMI program, and allowing the MDMI program to continue through the next two fiscal years, will complete the County's original commitment and allow the Beacon Council to continue the MDMI. This will be accomplished by an amendment to the current MDMI agreement with the Beacon Council and the County to keep the original \$6 million matching funds amount intact, while extending the payment schedule through the end of FY 2006-07, which will be executed administratively upon approval by the Board.

### **23. Super Bowl XLI**

The FY 2005-06 Proposed Resource Allocation Plan includes a \$550,000 contribution from Miami-Dade County for Super Bowl XLI in 2007. In the current fiscal year, \$100,000 has been allocated towards the event; however, the funds will not be expended by the end of the fiscal year. Therefore, it is recommended that the FY 2004-05 allocation carry forward to FY 2005-06 and that the Board grant the County Manager authority to execute any agreements and disperse any funds approved by the Board to the Super Bowl XLI Host Committee.

### **24. Municipal Mitigation Payments and Police Contracts**

During the development of the FY 2005-06 Proposed Resource Allocation Plan, the best available estimates for proposing the mitigation payments for the three contributing municipalities of Miami Lakes, Village of Palmetto Bay, and the City of Doral and the annexed areas (since 2000) of Medley and Hialeah Gardens were used. The FY 2005-06 proposed mitigation estimates for the three municipalities did not include the annual calculation of the Consumer Price Index from the US Bureau of Labor Statistics and the tax roll growth comparative, which is used in the calculation for the Town of Miami Lakes. Mitigation payments are utilized by the Miami-Dade Police Department (MDPD) for services in the unincorporated areas surrounding the five cities. The impact of the revised amount totals an increase of \$372,000. Mitigation amounts for the Town of Miami Lakes increased by \$75,000 to \$1.636 million, the Village of Palmetto Bay was reduced by \$42,000 to \$1.511 million, and the City of Doral increased by \$50,000 to \$7.817 million. Medley and Hialeah Gardens, which were annexed from UMSA prior to 2000 have agreed to the mitigation amounts totaling \$274,000 and \$15,000, respectively. As a result of the update, UMSA General Fund dollars will be released, allowing for other UMSA related service enhancements. A recommendation regarding the use of these funds will be provided to the Board for consideration at the second budget hearing.

Subsequent to the release of the FY 2005-06 Proposed Resource Allocation Plan, MDPD negotiated the renewal of the four municipal service contracts for local and specialized policing. The municipalities contracting police services include the Town of Miami Lakes, Village of Palmetto Bay, City of Miami Gardens, and the City of Doral. Negotiations are complete and the contracts are pending finalization. The payments in the negotiated agreements have increased the Town of Miami Lakes contributions by \$116,000 to \$5.646 million, the Village of Palmetto Bay by \$55,000 to \$5.431million, the City of Miami Gardens by \$875,000 to \$25.619 million, and the City of Doral by \$176,000 to \$9.769 million. The revised contracts also include an increase of 15 additional sworn and non-sworn positions. We expect to contract for both local and specialized police services with the new municipality of Cutler Ridge area during FY 2005-06, which is in the process of approving its proposed charter.

### **25. Law Library**

As a part of the FY 2004-05 Budget, consolidation of the Law Library into the Miami-Dade Public Library System was determined to be an option to address the impact from Revision 7 to Article V of the State Constitution, to ensure continuity of service, and to potentially increase the access to legal information for court patrons. At that time I stated that we would provide an updated report when recommendations were finalized. A memorandum to the Honorable Judge Joseph P. Farina, Chief Judge of the Eleventh Judicial Circuit, providing a brief overview of what has transpired over the past year and a plan of action for the future is included as Attachment J.

An adjustment to the Law Library budget has been made to include the \$160,000 in additional funding (generated through copy/research service fees, interest, and occupational license proceeds) that has been identified for the Law Library and inadvertently in the Proposed Resource Allocation Plan.

## **26. Landmark Facility**

At the June 21, 2005 Board of County Commissioners (BCC) meeting, the Board approved Resolution R-784-05 authorizing the acceptance of a quitclaim deed for 185.2 acres of land and improvements located on NW 199 Street and NW 47 Avenue, and commonly referred to as Landmark. As stated in the "Funding Sources" section of the memorandum accompanying the resolution, Board approval would require amending the FY 2005-06 General Services Administration operating expense estimate.

The projected FY 2005-06 operating expense for the Landmark facility is \$1.89 million. These expenses will be partially offset by rental income from existing tenants. GSA is currently negotiating with tenants to finalize space needs and rental rates. The projected rent revenue based on tenant requested space is \$635,000. This represents an operating shortfall of \$1.255 million. The projected operating expenses include the cost of four positions that have been requested as overages and will be incorporated into the FY 2005-06 GSA table of organization. The personnel are needed to perform site management and maintenance functions.

The GSA FY 2005-06 Budget is based on a revised rent schedule that includes all anticipated expenses for repairs and renovations to facilities within the specific budgets for those facilities. In addition, a reserve of \$1.5 million was established for extraordinary or unplanned facility needs. I recommend that \$1.255 million of that reserve be used to operate the Landmark facility. Any other necessary revisions for the FY 2005-06 operating budget resulting from rent shortfalls or surpluses related to the Landmark tenants or the use of the GSA's maintenance reserves for Landmark or other facilities will be included in the FY 2005-06 mid-year budget amendment.

## **27. Emergency Management**

Subsequent to the release of the Proposed Budget, the Office of Emergency Management (OEM) was informed of additional grant funding of \$221,000 for the Metropolitan Medical Response System Program for assisting, planning, and preparation for major biological, chemical or radiological emergencies. OEM also received \$34,000 for the continuing training of Citizen's Emergency Response Team grant (CERT) teams and support for the Volunteers in Police Service and Neighborhood Watch Group programs.

## **28. People's Transportation Plan / Miami-Dade Transit Agency**

The FY 2005-06 Proposed Resource Allocation Plan includes a net transfer of \$98.486 million from the People's Transportation Plan (PTP) fund to the Miami-Dade Transit Agency (MDTA), including a \$1.848 million rebate to the PTP fund as a repayment for the use of surtax funds to cover the cost of existing services through FY 2010-11. Based on discussions with staff from the Finance Department, it is recommended that the \$1.848 million rebate not be presented as a deduction or credit to the surtax transfer but as a separate payment from MDTA to the PTP fund. As result, the MDTA budget will reflect a revenue transfer of \$100.34 million from the PTP fund, and will in return budget an expenditure transfer of \$1.848 million to the PTP fund as a loan repayment. This technical adjustment will allow for a more transparent flow and tracking of the funds included in the PTP amendment approved by the Board.

A technical adjustment to the MDTA FY 2005-06 Proposed Resource Allocation Plan is necessary to correct for the amount of debt service payments. The adjustment will increase the amount budgeted for debt services payments by \$276,000 to \$21.465 million. The Proposed Resource Allocation Plan includes the debt service payment schedule presented in the December 2004 pro forma, which will be revised to include these current figures. The additional revenues to cover the higher debt service payments will come from the PTP Fund.

## **29. Capital Budget Updates**

Several capital projects in the FY 2005-06 Proposed Resource Allocation Plan require updating and correcting since publication in June. In order for projects to be eligible for Board approval through the County's Expedite Ordinance, they must be included in the annual capital budget. To accommodate this requirement, it is recommended that the following changes be made to the FY 2005-06 Proposed Multi-Year Capital Plan.

The Water and Sewer proposed capital budget has been expanded to delineate each capital project. These projects had been shown in five high-level, aggregated projects in the Proposed Budget. Water and Sewer's total proposed capital budget remains the same with \$218.558 million in FY 2005-06 and \$2.723 billion over all years. The Unfunded Capital Projects for Water and Sewer have also been updated. Attachment K includes the expanded Water and Sewer Capital Budget.

The Fire Rescue Department's proposed capital budget has been updated to include \$22.6 million of financing proceeds. Details regarding the capital plan are included in Item 13 and Attachment I of this memorandum.

The Public Health Trust Multi-Year Capital Plan has been revised to more accurately reflect funding available for capital expenditures within the time period included in the FY 2005-06 Proposed Resource Allocation Plan. The revision decreases estimated capital expenditures to \$117.464 million in FY 2005-06 and to \$434.964 million for all years.

The Library System's proposed capital budget has been updated to shift \$2.537 million to the International Mall Branch Library from the Kendale Lakes Branch Library project. The International Mall Branch Library project had been budgeted at \$1.834 million in the Proposed Resource Allocation Plan. Because construction of the Kendale Lakes Branch Library has been delayed, funding is available from this project in FY 2005-06, and will be replaced in the Library capital plan in future years.

Two projects in the Department of Environmental Resources Management's proposed capital budget have been corrected. The South Miami-Dade Stormwater Treatment and Distribution Area Demonstration Project total budget is proposed to increase from \$2.449 million to \$2.8 million due to additional construction cost previously planned but omitted from the Proposed Capital Budget due to a scrivener's error. Revenue for this increase is projected to come from the Florida Department of Environmental Protection and the United States Air Force. The \$402,000 of funding listed in the Drainage Improvements SW 40 Street to SW 24 Street from SW 72 Avenue to SW 67 Avenue project was planned to come from Stormwater Utility revenues instead of Quality Neighborhood Improvement Plan (QNIP) Phase I UMSA Bond Proceeds.

The Proposed Resource Allocation Plan includes an allocation in the Capital Outlay Reserve (COR) of \$2.469 million to pay for debt service obligations related to the \$71 million Sunshine State Loan

approved by the Board on July 7, 2005. This debt service allocation assumed longer terms and lower interest rates than were stipulated at the time that the loan was finalized in August. As a result, the debt service obligation increased to \$4.56 million in FY 2005-06. To compensate for this increase of debt service payments, a concurrent reduction in COR reserves will be incorporated as part of the final FY 2005-06 Budget Ordinance.

The Seaport Department has added two items as Capital Budget Unfunded projects. The projects include a rail cargo shuttle service (\$55 million) and a rail track to serve our cargo customers (\$12 million). The updates are pursuant to changes in the process by which Seaport capital projects are incorporated into the Florida Department of Transportation Work Program and the most recent changes in the State of Florida Growth Management Act.

The Park and Recreation's proposed capital budget includes an aggressive plan to improve customer amenities and necessary infrastructure at the County's six marinas: Black Point (\$2.5 million), Crandon (\$2.7 million), Haulover (\$1.7 million), Hoover (Homestead Bayfront) (\$4.7 million), Matheson Hammock (\$2.9 million), and Pelican Harbor (\$3 million). While the overall project cost of \$17.5 million in the proposed capital budget is correct, the revenue sources must be updated. Funding is provided from Sunshine State Loan proceeds (\$12 million over multiple issuances) and Marina operating revenues (\$5.5 million). These pay-as-you-go operating revenues will be generated, in part, by periodic increases to the fees charged at these marinas. These increases in fees may trigger a re-evaluation of the Marina's Memorandum of Understanding.

The Park and Recreation's proposed capital budget has also been updated to include funding from the Florida Department of Transportation that now is expected to supplement three Greenways and Trails projects and the Three Bridges Project (an increase of \$10.095 million). The A.D. Barnes Park Improvements project was inadvertently omitted from the Proposed Capital Budget (\$300,000). Funding for the Country Club of Miami Community Center project (\$500,000) is available from a dedicated trust fund and is proposed to be included in the FY 2005-06 Capital budget. The Country Club of Miami South Course Renovations project is projected to increase by \$2.333 million with funding from available District 13 available QNIP dollars.

Certain capital projects in the PWD were inadvertently omitted from the FY 2005-06 Proposed Multi-Year Capital Plan. Traffic Signal Materials (\$600,000) and the local match for Federal Emergency Management Agency (FEMA) drainage capital projects (\$1.536 million) include funding from the Secondary Road Program. In addition, \$128,000 is included for engineering and construction supervision from the Capital Improvement Local Option Gas Tax.

### **30. Pay Plan**

It is recommended that the Board approve the FY 2005-06 Pay Plan. Language approving the FY 2005-06 Pay Plan is incorporated in the Self-Supporting Budget Ordinance. The Pay Plan contains changes and adjustments that update and clarify Pay Plan language and provisions. It also includes the addition of new classifications, the abolishment of obsolete classifications, and occupational code and title changes. The pay rates reflected in the Pay Plan will be administered in accordance with the provisions of the Living Wage Ordinance 99-44. The Pay Plan incorporates provisions of the collective bargaining agreements and other actions that have been previously approved by the Board.

### 31. Position Adjustments

The above recommendations will adjust the number of positions in the FY 2005-06 Proposed Resource Allocation Plan. During the course of the budget development process, I requested that OSBM review the need for long-term and unfunded vacant positions. This was a difficult task considering the number of positions in the County and the careful review and impacts of such reductions. Nonetheless, the FY 2005-06 Proposed Resource Allocation Plan reduces the total number of positions in the County by 188 to 29,821. However, the recommendations being advanced to you increase staffing in departments as detailed below. If the recommendations are approved by the Board, the County will still see a reduction of 52 positions from the current year's Countywide Table of Organization.

<u>Department</u>	<u>FY 2005-06 Proposed Budget</u>	<u>Recommended Adjustments</u>	<u>UMSA Purchase Package</u>	<u>Revised FY 2005-06 Proposal</u>	<u>Purpose</u>
Capital Improvements	41	1		42	Building Better Communities
Community Relations	15	1		16	Community Relations Assistant
Employee Relations	141	3		144	Enterprise Resource Planning
Fire-Rescue	2,106	56		2,162	Additional Funding
General Services	798	4		802	Landmark Facility
Human Services	1,068	(7)		1,061	Transfer nine to JSD, increase two positions
Juvenile Services	111	9		120	Transfer nine from DHS
Park and Recreation	1,215	0	8	1,223	UMSA Purchase Package
Police	4,397	0	22	4,419	UMSA Purchase Package
Public Works	778	14		792	Building Better Communities and Mosquito Control
Team Metro	232	0	25	257	UMSA Purchase Package
Other County Departments	18,919	0		18,919	
<b>Total</b>	<b>29,821</b>	<b>81</b>	<b>55</b>	<b>29,957</b>	

FY 2004-05 Adopted Budget	30,009
FY 2005-06 Proposed Budget	29,821
<b>Proposed Reduction</b>	<b>(188)</b>
<b>Recommended Adjustments</b>	<b>81</b>
<b>Recommended Reduction</b>	<b>(107)</b>
<b>UMSA Purchase Package</b>	<b>55</b>
<b>Net Reduction in Positions</b>	<b>(52)</b>

## INFORMATIONAL REPORTS

### 1. Options for Tax Relief and Affordable Housing

In my Budget Message, I stated that I would provide a report to the Board of County Commissioners (BCC) detailing the impacts of the substantial property tax roll growth in Miami-Dade County and present well-focused proposals for protecting those in the County most negatively impacted by this occurrence. I also highlighted the need for affordable housing as a priority for Miami-Dade County. Rising prices for home purchases has placed homeownership out of the reach for many families due to salaries not keeping pace with the burgeoning real estate market. Additionally, this price spiraling has further reduced production of new affordable/workforce housing units. According to the July 10, 2005 Miami-Herald report, the median price of a home in Miami-Dade County is \$355,000 while the median family income (MFI) is \$46,400. These numbers demonstrate that the County could be facing an affordable housing crisis, which could produce a two-tier society.

I assembled a work group of experts from the County departments that can impact both tax relief and the availability of affordable housing to discuss the current state these issues and develop strategies to



address them. We are preparing a report, that will be submitted under separate cover, that will include a detailed analysis of statistics on the current state of affordable housing in the County and a matrix that is a compilation of strategies currently being utilized to address affordable housing and future planned County initiatives. Because of the concerns we share relating to today's real estate market and the impact primarily on senior citizens and first-time homebuyers, the report will make suggested recommendations for the Board to consider regarding tax relief strategies. We will also be developing a plan to create a comprehensive package of solutions to these issues, including proposed legislation, for your consideration prior to the end of the calendar year. With the direction of this Board, we can take steps toward assisting the residents of Miami-Dade County to finding affordable housing while alleviating some burdens imposed as a result of increasing property values.

## **2. Procurement Management**

One of the major objectives of the Department of Procurement Management (DPM) this year is to significantly reduce the procurement cycle times for various types of procurements. Following up on the gains made by implementing recommendations from two previous studies in FY 1998-99 and FY 2000-01, DPM is taking further steps to reduce procurement cycle times. The Department is currently conducting an in-depth, step-by-step review of all procurement processes, including administrative and new legislative requirements. Staff will implement changes to the procurement processes, including those procedures followed by individual departments, to eliminate redundant and unnecessary tasks, simplify process requirements, provide added procurement flexibility, reduce the time needed to complete essential tasks and establish shortened standard procurement cycles. With the assistance of the County Attorney's Office, staff is working to identify recommendations for legislative changes needed to achieve further time reductions. The Model Procurement Code for local governments, based on the American Bar Association guidelines, will continue to be the guide for this review. I intend to report our progress on the procurement process improvements to the Board by the end of this calendar year. In the meantime, the department is working with the Office of Strategic Business Management to identify immediate short-term resource needs that could be phased-in at the start of FY 2005-06. Funding recommendations to this effect will be incorporated into the information for the second budget hearing memorandum. Any additional resource needs that arise as a result of on-going reviews or changes in the procurement workloads will be addressed during the mid-year as necessary.

## **3. Solid Waste Management**

As part of our on-going efforts to improve quality of life services that have an impact on appearances, aesthetics, and up-keep, the Solid Waste Management Department (SWMD) has been instructed to provide operational alternatives to deal with the ever-increasing demand of bulky waste services from our residents. Recommendations from this analysis will include any new and innovative ways to provide trash services throughout the service area, and the appropriate funding mechanisms that may include internal operational efficiencies. We will also incorporate a multi-year collection activities projection to assess the Department's long-term outlook under the current fee structure and disclose (if necessary) potential remedial actions that may be necessary for consideration to guarantee the long-term financial stability of the department. This report will be presented to the Board, through the Infrastructure and Land Use Committee during the first quarter of FY 2005-06.

## **4. Public Health Trust**

Staff from the Office of Strategic Business Management (OSBM) continues to work closely with staff from the Public Health Trust (PHT) to improve the fiscal stability of the PHT. As I stated in my Budget

Message, PHT Management is implementing a combination of initiatives and several financial actions continue to be facilitated by the County with your approval.

Progress continues towards fiscal viability. In FY 2003-04, the operating budget balance improved from a preliminary estimated deficit of \$120 million, to a year-end deficit of \$85 million. In FY 2004-05, the PHT had projected to end the year with a deficit of \$14 million; however, I am happy to report that revised projections for FY 2004-05 indicate a positive balance of \$1.239 million. Major reasons for this change is higher than budgeted sales tax and increased operating revenues totaling approximately \$10 million, and reduced operating expenses of approximately \$5 million. Revenue collections continue to improve with the implementation of better billing and collection practices, while better planning and controls in the purchase of services and supplies resulted in reduced expenses.

On August 22, 2005, the PHT approved the proposed budget for FY 2005-06. Members of the Community Outreach, Safety and Healthcare Administration Committee received a copy of the budget on August 17, 2006. The current year-end estimate for FY 2005-06 is a favorable balance of \$20 million.

There are however some areas of concern that require attention during the coming year, such as replacing one-time revenues with a recurring revenue stream and increasing cash reserves. FY 2005-06 includes a prior year Medicaid settlement of \$46 million. The PHT goal is to have the equivalent of 60 days of operations in reserves. Our challenge is to identify ways to fund the cost of serving the indigent and to reduce the number of uninsured while continuing to provide quality health care to the community.

Staff from the County and the PHT is continuing to review the budget and we will report on any changes at the second budget hearing.

#### **5. International Trade Consortium**

Funding is included in the FY 2005-06 Proposed Resource Allocation Plan, for the International Trade Consortium (ITC) to retain the services of a consultant to conduct a study, focusing on the economic impacts of trade on Miami-Dade County and identifying the most effective ways to increase trade by engaging industry groups and various stakeholders. In addition, the study will include recommendations regarding dedicated funding sources to further promote and support the mission of the Consortium.

#### **6. Community Image Advisory Board / Green Infrastructure**

In an effort to further enhance the County's beautification efforts, as part of the FY 2004-05 Budget, I created a Community Image Manager for Miami-Dade County, charged with providing support to the Community Image Advisory Board (CIAB) as well as working with the Florida Department of Transportation, Miami-Dade Expressway Authority and all County departments and municipalities to encourage and coordinate efforts to improve maintenance, enhance rights-of-way along the County's transportation corridors, gateways, bridges, and at major public facilities. Funding for the CIAB has been increased to \$1 million in the FY 2005-06 Proposed Resource Allocation Plan. The Community Image Manager, with CIAB participants and the Communications Department, is developing a high-profile anti-litter campaign for TV, radio, and print ads. The goal is to reduce the litter problem by eliminating the source.

A green infrastructure budget has been developed to address the gaps in the distribution and care of Miami-Dade County's green infrastructure resources (in contrast with gray infrastructure, like roads) for both aesthetic purposes and the livability and economic health of our community. The Community

Image Manager has worked on several landscaping projects identified by the CIAB for enhancements along key gateways. These projects are high impact at low cost utilizing public, private, and community-based volunteer resources, including Fairchild Tropical Gardens, Hands On Miami, municipal and County resources. The most recent of these planting projects include the Vizcaya Metrorail Station project, gateway to the national landmark, Vizcaya Museum and Gardens, and in the coming months, expanding the Overtown Community Garden, which is maintained by Roots in the City, into the middle of I-95. Tropical color will embellish the skyline of downtown Miami. In anticipation of the 2007 Super Bowl, here in Miami-Dade County, another key area for roadway enhancement is NW 27 Avenue, entering Miami-Dade County.

The Community Image Manager will soon begin collaboration with the Public Works and Planning and Zoning departments to update the Public Works Manual with regard to sight lines, turning radii, intersection design, and other factors to make the roadways of Miami-Dade County more pedestrian friendly, livable and greener. In addition, the CIAB in coordination with the Community Image Manager and the arborists from Public Works, Park and Recreation, DERM, and Planning and Zoning will develop a countywide Street Tree Master Plan to enhance the County's tree canopy into a thriving urban forest that provides multiple aesthetic and environmental benefits by providing a "greenprint" for the appropriate planning, implementation, and management of our existing and planned tree resources. This plan's intent will compliment the County's Landscape Ordinance, to establish further guidance on trees that withstand the harsh environment of the roadways and can resist hurricanes and significant windstorms, and ultimately enhance the County's tree canopy from the countywide estimate of 10 percent to match the national average for urban areas of 33 percent.

## **7. Community Redevelopment Agencies**

The fees charged to cover the administrative costs associated with the Community Redevelopment Agencies (CRAs) were initiated in FY 2003-04 are recommended to be continued at the level of 1.5 percent. CRAs continue to receive most of their revenues from ad valorem tax increment financing. Municipalities that make tax increment payments usually charge their respective CRAs for direct staffing and administrative support. The FY 2005-06 Proposed Resource Allocation Plan recommends that the County continue the established administrative reimbursement charge of 1.5 percent on all County tax increment payments. FY 2005-06 revenues are estimated at \$300,000 and will partially offset about \$350,000 of administrative costs to oversee CRA activities.

## **8. 311 Answer Center**

In October 2003, the 311 Answer Center moved into the County Manager's Office under the direction of the Office of the Chief Information Officer. Since then, a three-year roadmap for the countywide rollout of 311 has been developed and the call center staffed with highly qualified customer service representatives. The feedback to date has been positive and quality assurance measures are high. In the coming fiscal year, I propose to continue consolidation of point-of-contact call centers with 311 and pursue legislation to provide a sustainable source of revenue similar to a 911 funding mechanism for multi-jurisdictional efforts. Additionally, I propose to broaden our analyses of current customer service delivery practices to determine whether there are opportunities to better coordinate service delivery channels, including partnering the self-service benefits of the portal with the full-service benefits of 311.

## **9. Planning and Zoning / Agricultural Liaison**

The FY 2005-06 Proposed Resource Allocation Plan inadvertently includes the description of a Purchase of Development Rights (PDR) Administrator position in the Department of Planning and Zoning to assist with the implementation of a PDR program. The Agricultural Liaison is currently working to develop a plan for the specific creation of a PDR program in Miami-Dade County using

Building Better Communities bond program proceeds. Although the implementation of the PDR program may require additional resources in the future, no new positions were incorporated in the department's table of organization in the FY 2005-06 Proposed Resource Allocation Plan. However, any additional recommendations to adjust the allocation of resources to the PDR program will be presented to the Board at a later date.

#### **10. Aviation Department**

The Proposed Resource Allocation Plan for the Aviation Department is currently under review by the newly appointed Director. Should adjustments to the Budget be necessary, they will be presented to the Board for consideration at the second budget hearing.

#### **Attachments**

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